

The Efficacy of Performance Appraisal to Increase Employees' Job Satisfaction

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Abstract

This research aims to find out the effectiveness of implementation performance appraisal toward job satisfaction of employees UMKM Bordir Dahlia in Kabupaten Kudus. Sampling was done by using population studies to 16 employees of UMKM embroidery Dahlia Kudus. The type of this research is quantitative with pre experiment approached by One group pre and posttest design method. Data analysis on this research using non parametric with different test techniques Wilcoxon t-test. The analysis result of different test scale job satisfaction before and after handling obtained $Z = -1,268$, with $p = 0,205$ ($p > 0,05$), so that there is no differences on job satisfaction on employees of embroidery Dahlia before and after treatment by giving performance appraisal. It means treatment by giving performance appraisal unable to increase employees job satisfaction. Therefore, the hypothesis on this research is rejected.

Keywords : performance appraisal, Job satisfaction

Introduction

Managing human resource to Small and Medium Enterprises (UKM) perhaps became one of the challenge things. The personal limitedness makes the UKM owner charged to be able to control human resource management in their companies, even most of them also establish cooperation with another parties to handle their human resource matter. Business in big as well as small scale, even if middle business, on early stage or on pioneer business must facing various problems. Some of the important problems are related to job satisfaction of employees. These problems often happen to UKM even bigger companies. Nevertheless, if these problems do not consider since the beginning then the business can be failure in the middle of journey because the employees move to another companies.

Job satisfaction of employees considered as an important factor, because it can influent the

running of overall organization. The satisfaction that employees felt on working is a clue that the employees have a good feeling to do their job. To employees, job satisfaction is an individual factor and tool to reach job productivity. So in human resource management scope, job satisfaction factor gives benefit for organization/company, employees, even society.

Job satisfaction of employees will grow well if the work achievement appraisal doing fairly, rational objective, and well documented. This matter is supported by Rivai's opinion (2009) stated that "people will feel satisfied or not satisfied, depends on exist or not fairness (*equity*) on certain situation. Especially working situation (Justice theory) "Main component on justice theory is input, result, equity, and inequity. Input is a worthed factor to employees which is considered can support their job, such as education, experience, ability, number of tasks, and

equipment or tool to support their job. The results are considered something valuable for employees obtained from their work, such as wage or salary, fringe benefits, status symbol, reward and chance to be succeed or self actualization.

Based on those above, then need to do *performance appraisal*. *Performance appraisal* constitute employees performance appraisal which company asses or evaluate the performance of employees working. This activity improves performance also gives *feedback* to the employees about the execution of work.

JOB SATISFACTION AND PERFORMANCE APPRAISALS

On this modern era, organization is charged to create high achievement of employees as a step to succeed organization development. The organization succeed influenced by various factors, human resource becomes one of it. Organization must think of the ways so that human resource or implementer can increase their working performance for acchieving the organization's goal. One of ways is by increasing employee satisfaction at work.

To see high or low the work performance achieved by employee, then it can do evaluation program of working performance held on certain periods. According to Mathis and Jackson (2006) stated that: "Evaluation of *Performance Appraisal* is pevaluation procees how good the employees do their job when compared to one standard set, and then communicate it with the employees".

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experience, ability, number of tasks, and equipment or tool to support their job. The results are considered something valuable for employees obtained from their work, such as wage or salary, fringe benefits, status symbol, reward and chance to be succeed or self actualization.

That matter supported by result of research of Inggarwati (2011), that 40,97% Employee job satisfaction influenced by *performance appraisal*. Similar research also got from Ronsane (2014) there is significant influence between performance appraisal to employee job satisfaction *food & beverage department* in Aston Braga Hotel & Residence Bandung

Hypothesis

There is difference job satisfaction of UMKM bordir Dahlia Kudus before and after *Performance Appraisal*.

METHOD

Participant

Subject in this research is all employees of company Bordir Dahlia Kudus 16 person.

Instruments

This research using scale instrument. The scale is made based on data needed to be explored on the research. The scale is closed, where an interview be used to complete data if the respondents incomplete in filling the scale. Scale is made 5 (five) answer choice, in form *favourable* and *unfavourable*. Scale that used on this research refers to job satisfaction theory from Herzberg (Wijono, 2007) consisting of *Motivator Factor* and *Hygeine Factor*. The performance appraisal using performance appraisal aspect which is used on this research conclude, and modify from all experts opinion also adjust with place of research condition UMKM Bordir Dahlia Kudus, which include :

- a. Discipline : attendance, punctuality

- b. Interpersonal: communication, self control, cooperation, flexibility, social interaction.
- c. Working attitude: desire to achieve, perversance, initiative, working speed, autonomy, systematic work, accuracy, commitment.

performance appraisal can be seen on picture as below:

Procedure

This research using quantitative research with pre-experiment approach. Using re-design treatment (one group pre and posttest design).

Table 1
Research Design
(one group pre and posttest design)

Pretest	Treatment	Post test
P1	X	P2

Explanation:

P1: Test before treatment given (pretest)

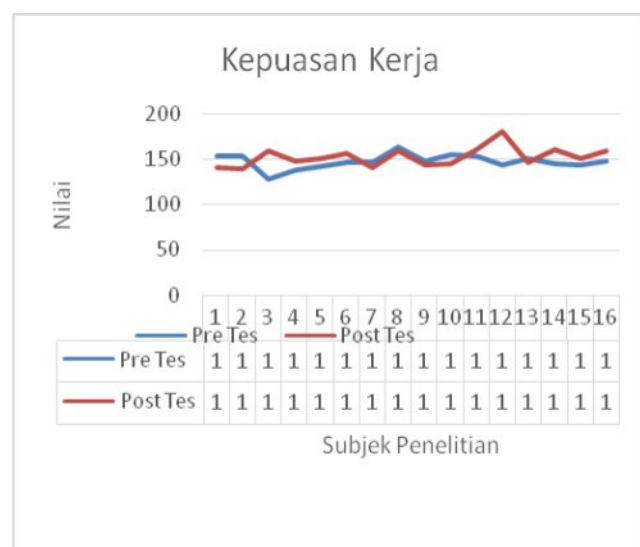
X: Giving treatment implementation *performance appraisal* on experiment group

P2: Test after treatment given (posttest)

RESULTS

Base on data analysis, It is obtained result that treatment given which is implementation of *performance appraisal* to employees unable to increase employees job satisfaction Bordir Dahlia Kudus, visible from result of analysis different test scale job satisfaction before and after treatment obtained $Z = -1,268$, with $p = 0,205$ ($p > 0,05$). The result shows no differences on job satisfaction of employees Bordir Dahlia before and after given treatment *performance appraisal*, so that hypothesis on this research is rejected.

Comparison of job satisfaction employees between before and after treatment which is given



Picture 1

*Comparison employees job satisfaction
Between before and after treatment*

From comparison result of job satisfaction between before and after treatment obtained 7 (seven) employees shows reduction job satisfaction after working assesment by their superior, and 9 (nine) another employees shows enhancement job satisfaction. From employees show reduction of job satisfaction obtained information that become uncomfortable and hesitant when their work is rated by superior. They also feel the unfairness on that job assesment and that performance appraisal not used for carrier enhancement. Otherwise, from employees who are enhancement in job satisfaction obtained

information that there is performance appraisal, company condition becomes orderly, company more appreciate hard work of the employees, and can treat the employees fairly. Also from that performance appraisal, they feel giving chance to improve their performance to be better.

Result

The aim of this research is to examine empirically influence of *performance appraisal* to measure job satisfaction of employees UMKM Bordir Dahlia in Kabupaten Kudus. Based on data analysis known that hypothesis submitted is rejected. Seen from the analysis result of different test of job satisfaction scale before and after handling obtained $Z = -1,268$, with $p = 0,205$ ($p > 0,05$). That result shows there is difference on job satisfaction of employees Bordir Dahlia before and after treatment by giving *performance appraisal*.

Discussion

Job satisfaction is one of forms of behavioral outcomes employees on organization. Furthermore job satisfaction can influence working behavior such as motivation and working spirit, productivity, and working performance. (Darmawan, 2013). According to Locke (Wijono, 2010), job satisfaction is a emotional level which positive and individual pleasure. In another words, job satisfaction is a result of individual estimation towards job or positif experience and please themselves.

Effort to satisfy employee is one of company's job that simple but most complicated. According to Caugemi and Claypool (As'ad, 1998) factors that influence job satisfaction is performance, reward, promotion, compliment. While factors causing job dissatisfaction is company policy, supervisor, working condition, salary.

According to Hasibuan (1995), working performance is a working result achieved by someone on doing the jobs given based on ability,

experience, and seriousness also time. While, according to As'ad (1995), working performance as someone's success on implementing a job. Therefore, either the company itself as well as the employees need feedback on their efforts, so working performance from each employees need to be rated.

Performance appraisal defined as a procedure which cover (1) Establish work standard (2) Assess the performance of employees significantly compares with the standard of work that has been set. (3) Providing feedback to employees to leave the poor performance and to maintain and even improve the already excellent achievement. (Gaol, 2014).

Performance appraisal should be direct and objective, means a praisser look at their employees' work related indication of performance to be assessed. (Gaol, 2014). Furthermore disclosed by Darmawan (2013) importance of performance appraisal require the assessment must be objective that measure actual employees performance, means implementation assessment must be refflect actual performance implementation.

To create job satisfaction within the employees, need to know the factors that influencing. Luthans (2011) stated five dimension which become benchmark employees job satisfaction, i.e: the job itself, salary, promotion chance, supervision, and co-worker. Moreover research of Bowra and Nasir (2014), Dhewi et al. (2006) stated that performance assessment constitute factor that influence job satisfaction.

However, through this study happened the opposites, with utterly rejected the hypothesis proposed in this study, shows that giving treatment i.e implementation of *performance appraisal* to employees who are not be able to increase job satisfaction Bordir Dahlia Kudus.

CONCLUSION

Based on research result that has been held in UMKM Bordir Dahlia Kudus, can be concluded that treatment given *performance appraisal* not able to increase employees' job satisfaction. Those matter seen from result of different test scale before and after treatment obtained $Z = -1,268$, with $p = 0,205$ ($p > 0,05$), so there is no difference on job satisfaction of employees in Bordir Dahlia before and after treatment by giving *performance appraisal*. Therefore, the hypothesis on this research is rejected.

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Suggestion

UMKM Bordir Dahlia Kudus can inform related to *performance appraisal* as well as the usage to employees, so it can increase the job satisfaction to its employees. UMKM Bordir Dahlia Kudus should do *performance appraisal* more objectively. UMKM Bordir Dahlia Kudus can use *performance appraisal* as strategic goal of the company.

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